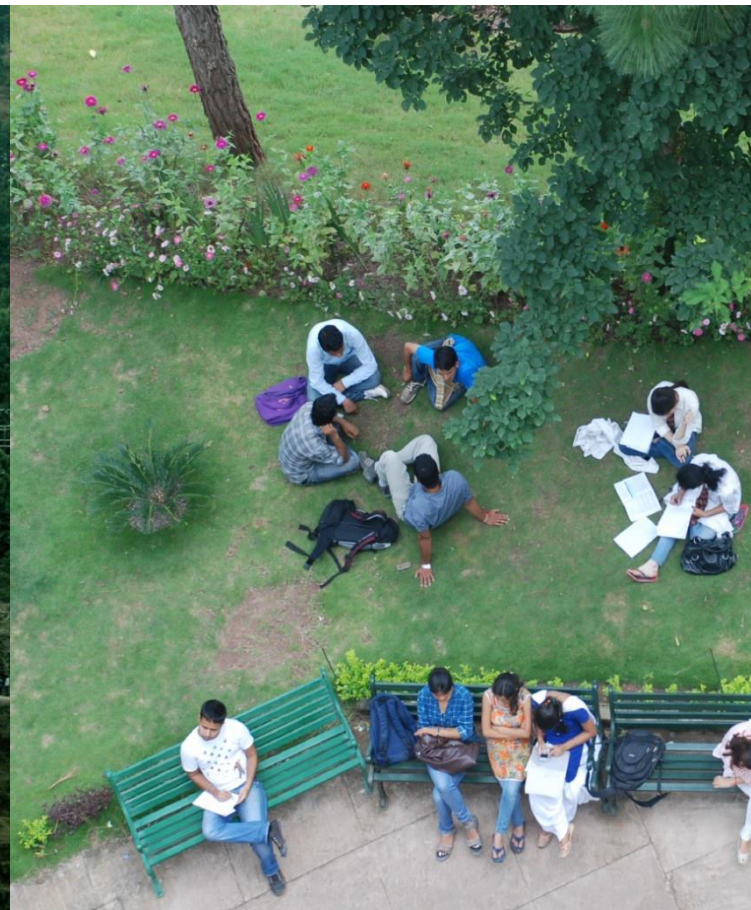


# MST(HR) 552 –Role Analysis Technique and Coaching and Mentoring

## Lecture 7



# Recap from last lecture

In the last lecture, we discussed:

- T-Groups
- Life and career planning
- Career Anchors
- Life goals exercise
- The collage and the letters

# Topics to be covered today:

- Role Analysis technique
- Interdependency exercise
- Coaching and mentoring

# Role Analysis Technique

- Role Analysis technique (RAT) intervention is designed to clarify role expectations and obligations of team members to improve team effectiveness.
- In organizations, individuals fill different specialized roles in which they manifest certain behaviours.
- Often, the role incumbent may not have a clear idea of the behaviours expected of him/her.
- Ishwar Dayal and John M.Thomas developed a technique for clarifying the roles of top management of a new organization in India.
- The intervention is predicated on the belief that consensual determination of role requirements for team members leads to more mutually satisfactory and productive behaviour.

# Role Analysis for major roles in an organization

## 1. Focal Role

- The role, its place in the organization, the rationale for its existence and its place in achieving overall organizational goals

## 2. Focal role incumbent's expectations of others

- The incumbent lists his/her expectations of the other roles in the group

## 3. Others expectations and desired behaviors of the focal role

- The members of the group describe what they want from and expect from the incumbent in the focal role.

# Role Profile

- The written summary of the role prepared by the focal role person is called a role profile.
- Dayal and Thomas describe role profile as:
  - A set of activities classified as to the prescribed and discretionary elements of the role.
  - The obligation of the role to each role in its set.
  - The expectation of this role from others in the set.

# Interdependency Exercise

- Person being interviewed.....
- Unit.....

Please ask these questions:

- What/where are the most important interdependencies between our two units?
- What's going particularly well?
- Present or potential snags
- Any action plans or agreement to meet further.....

# Coaching and mentoring

- Activities like coaching and mentoring frequently grow out of team building and intergroup interventions.
- In coaching, the consultant's role becomes one of adding alternatives to those already brought up by the client
- Eg. 'What do you think I should do in this instance to improve my performance?'
- Mentoring is much broader and focuses on general career and personal development.
- Mentoring can be accomplished on a person-to-person basis or the mentor can meet with a small group.
- The group has the potential to evolve into a learning team whose members can coach each other.



# Summary

In today's lecture, we discussed:

- Role analysis technique
- Interdependency exercise
- Coaching and mentoring

Thank you

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